School of Nursing



Wayland Baptist University

New Braunfels Campus

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success and service to God and humankind.

COURSE:

NURS 4442 Leadership and Management

TERM:

Summer 2018

|  |
| --- |
| COURSE FACULTY: |

**Dr Richard P. Diaz, DNP, FNP/PMHNP-BC**

[**Richard.diaz@wayland.wbu.edu**](mailto:Richard.diaz@wayland.wbu.edu)

# CLASS MEETING TIME AND LOCATION:

**Lecture: On-Line**

# CATALOG DESCRIPTION:

This course explores concepts of leadership and management through an examination of various leadership/management theories, organizational and resource management styles, meeting consumer needs and delegation of nursing care. The course will explore essentials of the nurse leader and manager, such as delegation, decision-making, and conflict management. Throughout the course, the emphasis will be on the use of critical thinking and critical reasoning. Four semester credit hours. Four class hours, eight clinical hours.

# PREREQUISITES:

NURS 3622, NURS 3421, NURS 3430, NURS 3424, NURS 3423, NURS 3425, NURS 3210, NURS 3630, NURS 4535, & NURS 4435

# REQUIRED TEXTBOOKS:

Giddens, J. F. (2017). *Concepts for nursing practice* (2nd ed.). St. Louis, MO: Elsevier.

ISBN: 978-0-323-37473-6

LaCharity, L. A., Kumagai, C. K, & Barts, B. (2014). *Prioritization, delegation, and assignment:*

*Practice exercises for the NCLEX examination* (3rd ed.). St. Louis, MO: Elsevier.

ISBN: 978-0-323-11343-4

Lippincott DocuCare. Electronic Student Charting Software Format. ISBN: 978-1-451-18247-7 (If not already

purchased by the student, it may be purchased through the Wayland Bookstore) DocuCare, Student

Stand Alone, Six-Month Access

Yoder-Wise, P. S. (2015). *Leading and managing in nursing* (6th ed.). St. Louis, MO: Elsevier.

ISBN: 978-0-323-18577-6

# STUDENT LEARNING OUTCOMES:

At the end of this course, the student will be able to:

1. Identify traits and roles of leaders and managers in the health care arena.
2. Understand the types of organizational structures in practice environments.
3. Apply the use of technology to the management of health care information.
4. Relate the impact of cost containment, staffing, and productivity to facility budgets.
5. Explore quality improvement strategies for personnel retention as well as for delivery of care.
6. Analyze mechanisms of delegation, decision-making, and conflict management.
7. Evaluate the use of select principles and strategies for initiating and managing change.
8. Create plans for effective planning and enacting career management.

# COURSE/CLINICAL OBJECTIVES:

1. Demonstrate behaviors that are congruent with the ANA Code of Ethics and the ANA Position Statement on Incivility in all class related interactions.
2. Synthesize previously learned knowledge, new knowledge, and quality and patient safety principles into the leadership of others and care of clients with acute and chronic illnesses.
3. Demonstrate the ability to guide peers and delegate appropriately in the care of multiple patients with acute and chronic illnesses.

# ATTENDANCE POLICY:

1. The student must attend classes for which he/she is enrolled.
2. Class will start on time and the doors will be closed, those who are late for class must wait for the next class break to join the class.
3. A student enrolled at Wayland Baptist University should make every effort to attend all class meetings. All absences must be explained to the satisfaction of the instructor. Both class and lab attendance are included in the absence calculation together.
4. Skills lab absences cannot be made up. You may not attend another lab to make up one you missed.
5. A student who misses twenty-five percent (25%) or more of the regularly scheduled class meetings will receive a grade of “F” for that class.
6. When a student reaches a number of absences considered by the instructor to be excessive for this course content, the instructor will so advise the student and file an Report of Unsatisfactory Progress (ROUP) at the San Antonio Campus.
7. The instructor will count three (3) tardies as one absence. Class and lab tardies count toward the total for the course.
8. If an instructor fails to appear or fails to send notification of late arrival within the first fifteen minutes of a class period, the student may leave without incurring an absence.
9. Taping of the lecture is allowed with instructor approval.

# CLINICAL AND LAB ATTENDANCE POLICY:

Clinical attendance is an integral part of your performance in a course that contains a clinical. Any student who misses 20% (twenty percent) or more of the total clinical hours in a course will fail the course. If a student has a course with 80 hours of clinical in the course, 16 hours of missed clinical will result in a failure of that course. Clinicals include actual clinicals in an outside facility, skills labs and simulation. Clinicals may also include other experiences that the faculty deem as a clinical day. Also, orientation to the clinical facility is considered a clinical day. Late arrival to clinical or post conference is not acceptable. Three late arrivals are defined as one absence. Any student reporting to clinical or lab after the scheduled time is subject to penalties and consequences associated with failure of professionalism and accountability. For each offense a written STAR counseling statement will be completed. Students may not attend clinical or labs to which they are not assigned. WBU requires students to attend the full number of clinical and lab hours.

# STUDENT DISMISSAL FROM CLINICAL (PATIENT CARE SETTING):

The clinical faculty or facility may dismiss a student from one or all clinical days determined as incapable of performing safe care. The student will be dismissed immediately from that clinical day and an absence will be recorded (as defined by DECS – see attached). Dismissal from clinical for this reason may result in a clinical failure for the day and/or course.

# CLINICAL PLACEMENT OF NURSING STUDENTS:

Arrangements for clinical placement of nursing students are made through the Clinical Liaison. Facilities may be in San Antonio, Bexar County, or surrounding counties.

# PLAGIARISM AND ACADEMIC DISHONESTY:

University students are expected to conduct themselves according to the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty and with giving sanctions to any student involved. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:

1. Written reprimand.
2. Requirements to redo work in question.
3. Requirement to submit additional work.
4. Lowering of grade on work in question.
5. Assigning the grade of F to work in question.
6. Assigning the grade of F for the course.
7. Recommendation for more severe punishment (see student handbook for further information).

The faculty member involved will file a record of the offense and the punishment imposed with the school dean, external campus executive director/dean, and the executive vice president/provost. The executive vice president/provost will maintain records of all cases of academic dishonesty reported for not more than two years. Any student who has been penalized for academic dishonesty has the right to appeal the judgment or the penalty assessed. The appeals procedure will be the same as that specified for student grade appeals.

# DISABILITY STATEMENT:

In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any requests for accommodations.

COURSE REQUIREMENTS AND GRADING CRITERIA**:**

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

A point system is used to determine the grade in the Leadership Course.

|  |
| --- |
| A = 90-100 |
| B = 80-90 |
| C = 75-80 **75 average or better is required to pass nursing courses** |
| D = 70-74 |
| F = 69 and below |
| Only the final grade is rounded to the nearest whole point from the first place holder. For example 74.45 will not round to a 75. 74.5 will round to a 75. |

**Grading Rubric:**

|  |  |
| --- | --- |
| ***Classroom:*** |  |
| Four Exams | 65% |
| Final Comprehensive Exam | 25% |
| ATI Assessments & Focused Review (See Content Master Series) | 10% |
| ***Clinical:*** |  |
| Medication Calculation Exam\* | Pass/Fail |
| Clinical Prework Assignments\*\*  ATI “The Leader” Case Studies 1-4/Real Life RN  ATI Learning System RN Leadership Practice Quiz  ATI Learning System RN Leadership Final Quiz | Pass/Fail |
| Post-conference ATI/Docucare/Clinical Paperwork Assignments\*\* | Pass/Fail |
| Clinical Evaluation Form Level III\*\* | Pass/Fail |
| **Total:** | **100%** |

\* Students are required to achieve 90% on the 10 question test. **Failure to pass the Medication Calculations Test after 3 attempts and remediation shall result in course failure. It is each student’s responsibility to contact faculty for an individualized remediation plan after each and every unsuccessful test.**

\*\* STUDENTS MUST ACHIEVE A MINIMUM OF 85% ON CLINICAL ASSIGNMENTS ***AND*** EVALUATIONS TO SUCCESSFULLY PASS CLINICAL

**Leadership NURS 4442**

**Content Master Series / Grading Rubric 10%**

|  |  |
| --- | --- |
| **Practice Assessments** | |
| **2 pts** | **2 pts** |
| **Practice Assessment A**  *Remediation:*   * Minimum one hour Focused Review * **For each topic missed, complete an Active Learning Template** | **Practice Assessment B**  *Remediation:*   * Minimum one hour Focused Review * **For each topic missed, complete an Active Learning Template** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Proctored Assessment** | | | |
| **Level 3**  **4 pts** | **Level 2**  **3 pts** | **Level 1**  **1 pt** | **Below Level 1**  **0 pts** |
| *Remediation:*   * Minimum one hour Focused Review * **For each topic missed, complete an Active Learning Template** | *Remediation:*   * Minimum two hours Focused Review * **For each topic missed, complete an Active Learning Template** | *Remediation:*   * Minimum three hours Focused Review * **For each topic missed, complete an Active Learning Template** | *Remediation:*   * Minimum four hours Focused Review * **For each topic missed, complete an Active Learning Template** |
| **2 pts** | **2 pts** | **2 pts** | **2 pts** |
| **Proctored Assessment Retake\*** | | | |
| No Retake | No Retake | Retake required | Retake required |
| Total points = 10/10 | Total points = 9/10 | Total points = 7/10 | Total points = 6/10 |

*\* If the student meets the program benchmark (Level 2) on the retake, that student can earn an additional point (for example, a Level 1 student can now achieve an 8/10****)***

**ATI assignments must be uploaded on time and be complete to receive points. Late assignments will not be accepted and no partial credit will be given.**

# DUE DATES FOR WRITTEN ASSIGNMENTS:

Written work will be submitted on the announced due date and time, unless prior arrangements were made with the faculty. Failure to notify faculty or turn in assignments on time will result in a grade of zero for that assignment. All assignments will be submitted in PDF or Word Document format through BlackBoard, unless otherwise specified by the faculty. Students are responsible for contacting the course faculty if there is any difficulty in understanding the course materials or completing the course assignments.

# TESTING:

A test blueprint will be prepared by the faculty and made available to the student before the exam. The blueprint will provide the student with the generalized subject content and the number of questions in that subject area. All examinations will/may consist of multiple choice, multiple-multiples, matching, and fill- in-the-blank formats. The exam will start promptly, and students entering class after the designated start time will be deducted that time from their testing time. Students are not allowed to leave the classroom during the examination process. The exam may be reviewed by appointment during office hours within one week of the examination date. Once the final exam is completed the course is completed. There will be no blueprint provided for the final exam. There will be no review of the final examination. In the event a faculty must change a test date, students will be notified before the scheduled exam. If the student must miss an exam, they must notify the faculty **prior** to the exam with good cause and schedule a date for the make-up exam **within one week of the date of the exam.** **Missed exams will result in a ROUP filed at the San Antonio Campus.**

# CELL PHONE POLICY:

Respect for faculty and fellow students are necessary for teaching and learning in the classroom and clinical settings. You are required to silence cell phones, silence other mobile devices, and remove Bluetooth devices prior to entering any classrooms and laboratory settings. No cell phones are permitted during tests/exams. Failure to follow this policy can affect your class participation (including requested dismissal from the classroom), laboratory or final course grade.

# STUDENT RESPONSIBILITIES:

Students are adult learners and responsible for self-directed study to complete this course. Check postings on blackboard each day. Learn to become a resource broker, speak professionally, and use citation as these are parts of professional nursing. Assignments and presentation have due dates and points shall be reduced if not punctual. The profession of nursing requires punctuality in documentation and attendance. It also requires reliability as fellow staff and administration rely on you to come to work prepared. Patients rely on you to know the current state of their health and current professional standards. Citations and references are to be used and documented using the professional citation of nursing, APA (6th edition) format.

Research and writing competency is an expectation in professional nursing, therefore, effective writing and proficiency in research is required in this course. ENGL 1301 and RSWR 3345 are required prior to this course and provide preparation for the writing level required in this course. Research and writing competencies are expected, and source selection shall be nursing peer-reviewed, unless otherwise specified by the instructor. Format, citations, organization, grammar and mechanics can impact your grade on written assignments or discussion boards.

Group process is an essential part of professional nursing, therefore, group projects will be required in various nursing courses. Just as various shifts are responsible for patient care and nurses rely on each other and other professionals to accomplish total care, you will rely on each other and work together for a particular project.

# REPORT OF UNSATISFACTORY PROGRESS:

Report of Unsatisfactory Progress may be issued to a student at any point during the semester via email and/or hard copy. This form places the student on academic notice. It is designed to be a written communication tool between faculty, student, and University Administration. The tool may communicate but is not limited to a problem in the following areas:

1. Excessive absences (Theory or Clinical)
2. Failing to submit assignments (Theory or Clinical)
3. Submitting inadequate assignments (Theory or Clinical)
4. Failing to thoroughly Complete ATI Focused Reviews on all ATI Practice Tests and/or ATI Proctored Exams
5. Failing to take adequate notes
6. Failing tests/Failing to do assigned reading
7. Failing to comprehend subject matter
8. Inadequate basic skills (e.g. reading, writing math)
9. Giving excessive time to nonacademic activities

# CLASS ATTIRE:

Class attire will be “Professional Casual”. Short shorts, visible cleavage, halter tops, muscle shirts, and revealing attire are unacceptable. Non-compliance will result in dismissal for the day and counted toward absence. We embrace the Christian values of our University and professional values of nursing.

# STUDENT CONDUCT:

Wayland proudly adheres to high standards of intellectual, moral, ethical, and spiritual values. Convinced that self-discipline is more desirable than outside force and that the truly educated person must pursue what is right under all circumstances, Wayland entrusts each student with the solemn obligation of preserving these standards.

However, in the light of revelation, reason, and the custom of the Christian community from which Wayland has sprung, certain practices are evaluated:

1. Personal integrity in keeping with New Testament standards is expected of all students.
2. Respect for the property, knowledge, and rights of other people must prevail.
3. The use or possession of alcoholic beverages and/or illegal drugs is forbidden.
4. Gambling, hazing, and the on-campus possession of firearms or deadly weapons are prohibited. BB Guns and Paint Ball Guns are also prohibited.
5. The use of tobacco by students is discouraged, though permitted in certain designated areas of the campus. In consideration of the rights of others and the requirements of safety, such areas are designated.
6. No head gear will be allowed in the classroom setting
7. No inappropriate clothing will be worn in the classroom setting

The authority of the University is exercised over all student groups or organizations bearing the name of the university, or any student enterprises to the extent necessary to safeguard the good name and well-being of Wayland. Specifically, each student is expected to conduct himself in such a manner as to uphold, not detract from, the good name of Wayland Baptist University. If one feels that he/she cannot subscribe to the moral and social practices of the University, he/she will find greater acceptance elsewhere. *(This is a statement of conduct standards. It is enforced in conjunction with the Discipline Policy and Substance Abuse Policy found elsewhere in this handbook).*

# STANDARDS OF PROFESSIONAL NURSING PRACTICE:

(BON 213.27, 217.11, 217.12) Please refer to the Board of Nursing at [www.BON.state.tx.us](http://www.BON.state.tx.us) for any additional information regarding the Texas Nurse Practice Act.

1. Knows rationale for side effects of medications and treatments, and correctly administers same. 217.00 (1)(c).
2. Documents nursing care accurately and completely, including signs and symptoms, nursing care rendered, medication administration. Contacts health care team concerning significant events in patient health. 217.11 (1) (d).
3. Implements a safe environment for patients and/or others. 217.11 (1) (b).
4. Respects client confidentiality. 217.11 (1)(e).
5. Accepts assignments commensurate with educational level, preparation, experience and knowledge. 217.11(1)(t).
6. Obtains instruction and supervision as necessary when implementing nursing procedures and practices. 217.11(1)(h).
7. Notifies the appropriate supervisor when leaving an assignment. 217.11 (1) (I).
8. Recognizes and maintains professional boundaries of the nurse/patient relationship. 217.11 (1)(J).
9. Clarifies orders, treatments, that the nurse has reason to believe are inaccurate, non-effective or contraindicated. 217.11 (1)(N).
10. Able to distinguish right from wrong. 213.27 (b)(2)(A).
11. Able to think and act rationally 213.27(b)(2)(B).
12. Able to keep promises and honor obligations 213.27(b)(2)(C).
13. Accountable for own behavior 213.27(b)(2)(D).
14. Able to promptly and fully self-disclose facts, circumstances, events, errors and omissions when these disclosures will enhance health status of patients or protect patients from unnecessary risk or harm. 213.27(b)(2)(G).

Please refer to the Board of Nursing at [www.BON.state.tx.us](http://www.BON.state.tx.us) for any additional information regarding the Texas Nurse Practice Act.